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ABSTRACT

Supporting Greek life has been an important educational initiative for many colleges and universities. Although Greek students are typically involved with the college and community, there are other aspects of Greek culture, such as hazing and alcohol abuse, which are troublesome to university administrators. This document discusses standards, set by The University of Maryland at College Park, for supporting Greek life on campuses. It is believed that the organizational ideals and goals presented here will promote personal development and a strong sense of identity within the institution. The ideals and goals outlined here include scholarship, leadership, community service, individual and group initiative, self governance, and interpersonal and social skills development. These ideas appear under such headings as "Basic Principles Guiding the University- Greek Relationship," "Conflicting Aspects of the Greek Experience," "Greek Ideals," "University Commitment to Greek Life," "Need for Change," "Membership Development," "Chapter Development," "Chapter Outreach," "Chapter Facility Management," "Recruitment," and "Standards." It is argued that fraternities and sororities can provide unique learning opportunities for students and that such students can become productive members of the alumni and student communities. (RJM)

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University of Maryland
at College Park

Greek Life: A Foundation for the Future

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UNIVERSITY OF MARYLAND AT COLLEGE PARK

OFFICE OF THE VICE PRESIDENT FOR STUDENT AFFAIRS

April 25, 1995

Dear Members and Friends of the Maryland Greek Community,

The document, **"Greek Life: A Foundation for the Future"**, is the result of considerable time and energy on the part of University staff, Greek alumni and students, and international and national fraternity and sorority representatives. Over the last year, these individuals have effectively explored and described the benefits and challenges of Greek Life at the University of Maryland at College Park. Interventions necessary to insure prosperity and longevity for the University's fraternal organizations have been agreed upon. It is an effort of which we are justifiably proud, and believe it represents a considered and progressive attempt to change significantly our Greek culture.

The University believes that its fraternities and sororities can provide unique learning opportunities for students and that they can be productive members of the alumni and student communities. The Greek organizations, however, must honor through action and performance their founding purposes and missions in order to remain viable within the University community. The dissonance between stated values and current behavior has been the impetus for this document and the University's commitment to stimulate lasting changes.

President Kirwan and the Vice Presidents of UMCP have both applauded this effort and approve of its intent and proposed outcomes. Feedback received from all who have been involved has been carefully considered as the language and standards of the final document were determined. In partnership with important Greek constituents, the University embarks on an exciting and difficult journey to improve the quality of life and learning in all chapters at Maryland, and to secure a prosperous and productive future for Greek organizations.

We anticipate that all individuals involved with the Greek experience at the University of Maryland will work diligently to implement these standards and, in turn, strengthen the Greek community. We deeply appreciate the support and feedback received, the willingness to trust our collective instincts, and the devotion to the best ideals of the Greek experience.

Sincerely,

William L. Thomas, Jr.

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University of Maryland at College Park

Office of the Vice President for Student Affairs

Greek Life: A Foundation for the Future

This document advances perspectives and a set of expectations designed by the University of Maryland at College Park, in partnership with Greek alumni and students, to improve and enhance the Greek Life experiences of students at the University of Maryland.

Basic Principles Guiding the University-Greek Relationship

The University of Maryland at College Park has had a long and rich relationship with its collegiate fraternities and sororities. As an important component of the co-curricular programs for undergraduate students, Greek chapters have supported the central mission of the University by providing an enriched out-of-class living/learning experience. Fraternal organizations (the words "fraternal" or "fraternity" refer to both men's and women's Greek letter organizations) have existed on the Maryland campus since 1914, and are characterized by a tradition of involvement and leadership in campus life.

The University has been supportive of the ideals and goals of individual chapters and, collectively, a Greek community. The organizational ideals and goals promote personal development and a strong sense of identity with the institution as well as post-graduate association. The ideals and goals include scholarship, leadership, community service, individual and group initiative, self governance, and an array of interpersonal and social skills development.

The relationship between the University and the Greek community is one that must be mutually beneficial. Greek chapters can enhance the quality of life for students on campus by providing a range of opportunities for meaningful individual involvement and growth. Life-long commitment to a Greek organization can in turn result in greater alumni involvement and service to the University.

The document recently developed by the American College Personnel Association, "The Student Learning Imperative: Implications for Student Affairs" (1994) states that the "Hallmarks of a college-educated person include: ...(b) an ability to apply knowledge to practical problems encountered in one's vocation, family, or other areas of life; (c) an understanding and appreciation of human differences; (d) practical competence skills (e.g. decision making, conflict resolution); and (e) a coherent integrated sense of identity, self-esteem, confidence, integrity, aesthetic sensibilities, and civic responsibility" (p. 1). Given the intensity of daily life and the range of developmental challenges that exist in a college setting, fraternities and sororities remain perhaps the most productive living-learning experiences available to students that will allow them to achieve these competencies.

Conflicting Aspects of the Greek Experience

Recent data collected at the University of Maryland indicates that Greek students are represented in a variety of leadership organizations (e.g. Orientation Advisors, Omicron Delta Kappa, Maryland Images) on campus. They are richly involved with the local community through service initiatives, and Greek alumni contribute significantly greater amounts of money to their alma mater when compared to non-Greek alumni. Inter/national data reflect similar conclusions.

Such data identify real benefits of Greek life, yet other aspects of the Greek culture are troublesome. Hazing, alcohol abuse and interference with productive academic achievement are chronic and occasionally destructive problems that negatively affect the current Greek community. Two recent studies done by researchers at Columbia (1994) and Harvard (1995) indicate that Greek students report higher levels of alcohol consumption than the general student population and have a higher incidence of binge drinking. The number and extent of hazing incidents on campus, as supported by a recent study of fraternity and sorority presidents at the University, indicate that hazing persists, in spite of the fact that hazing is, in all aspects, an inevitably destructive aspect of the Greek culture.

Supporting Greek life has been an important educational initiative for the campus. Greek organizations have the potential to affect student development in powerful and lasting ways. Organizations which ultimately and cumulatively manage to promote leadership, foster scholastic excellence, encourage community service, and develop life-long friendships deserve a prominent place in the University community. Unfortunately, many organizations have failed to regularly and predictably live up to the Greek values and principles articulated by their founding members. The failures have become so frequent and are occasionally so profound that a dramatic paradigm shift is needed to rechart the course of Greek life at the University of Maryland for the future.

Without drastic changes in direction and performance expectations, Greek organizations are not likely to embrace principles that are complementary to and supportive of the University's educational mission. A simple equation has evolved: if Greek organizations on balance exert a negative influence on the University community, they simply should not continue to exist. Conversely, fraternities should be maintained if they positively affect the institution and the realization of its mission. To insure a return to a positive balance, this paper reviews the current fraternal condition and proposes substantive changes in the qualitative educational experiences of persons involved in Greek organizations. Further, the document goes on to redefine the relationship of the organizations with the University.

Five years ago, the American Council on Education (ACE) examined the Greek movement and published a document entitled Greek Organizations on the College Campus: Guidelines for Institutional Action (1990) which contained "an analysis, recommendations, and suggested strategies to help college and university leaders as they examine Greek systems associated with their institutions and as they decide how they can best align these organizations with the

institution's education mission and values. (p. 1)" The materials included in the University's document are based on several of the recommendations of the ACE Report. The paper goes on to identify the conditions and measures necessary for the University's continuing support of Greek organizations in the future.

Greek Ideals

What Is a Fraternity

> "A fraternity is an association of men, selected in their college days by democratic processes, because of their adherence to common ideals and aspirations. Out of their association arises a personal relation which makes them unselfishly seek to advance one another in the arts of life and to add, to the formal instruction of the college curriculum, the culture and character which men acquire by contact with great personalities, or when admitted to partnership in great traditions" (Newton Baker, The Purple Pilgrim, Manual of Phi Gamma Delta).

The first Greek letter organization, Phi Beta Kappa, was founded at the College of William and Mary in 1776. The fraternity was founded as a society with the purpose of openly discussing the ideas and views of the time and without the supervision of the faculty. According to Baird's Manual, the preeminent historical account and "encyclopedia" of Greek life, "Inevitably, what had begun as shared yearning for a livelier life of the mind grew into a broader fellowship. Intellectual pastimes persisted at the center of fraternity life until nearly the end of the nineteenth century: orations, debates, the reading of original poems as well as scientific and scholarly papers" (Baird's Manual, pp. I-II).

Although the Greek organizations which comprise the University of Maryland at College Park Greek community evolved somewhat differently into today's higher education environment than did Phi Beta Kappa, they were nevertheless founded on similar principles and aspirations. Creeds extol virtues such as "the promotion of good fellowship and the cultivation of the social virtues among its members" (Phi Kappa Sigma purpose); "Young men who join the Fraternity grow in friendship, scholarship, leadership, sportsmanship and citizenship" (Sigma Nu); "We seek the highest ideal of womanhood, and we try to gain this ideal by cultivating not only the power and passion for seeking intellectual development but also, the spirit of love and charity." (The Purpose of Alpha Phi) "...men of distinguished talents and acquirements endued with a high sense of honor and possessed of a laudable ambition..."(Phi Gamma Delta purpose); "The mission of Alpha Epsilon Phi Sorority is to create and sustain lasting friendships, excellence in academics, and moral and ethical integrity." (Mission Statement, Alpha Epsilon Phi); "The True Gentleman is the Man whose conduct proceeds from good will and an acute sense of propriety, and whose self-control is equal to all emergencies..." (Sigma Alpha Epsilon, "The True Gentleman").

Greek organization members ideally espouse to be model student citizens of the campus. Universities long have supported the Greek movement given the direct relationship between the mission of higher education and the purposes and espoused values of the college fraternity. The shared or common mission of higher education institutions and fraternal organizations is to prepare students for responsible citizenship. Inter/national Greek organizations have recognized that to be effective and valued members of the campus community, they must work in partnership with the institution. Both entities prosper when the values and principles for which Greek groups were established are realized.

Complement to the Academic Mission

The promotion of good scholarship and attainment of academic excellence are essential to the purpose of the college fraternity. Working as an integral component of the academic mission, Greek organizations have sought to enrich the intellectual life of the campus by sponsoring lectures, debates, and discourse among members, faculty, and friends. All Greek organization mission statements reflect the collaborative nature of the fraternity experience with academic life. Examples include: "The intellectual ambition of the Fraternity shall be the attainment of highest scholarship." (Kappa Alpha Theta Fraternity Purpose), "High scholastic achievement has always been one of Phi Gamma Delta's basic purposes as a college fraternity." (Phi Gamma Delta handbook), "The pin is an open book representing knowledge." (Sigma Gamma Rho Sorority, Inc.). Clearly, Greek organizations were founded and promulgated because they embraced academic achievement of their members.

The University is, first and foremost, concerned for the academic welfare of its students. The central mission of the University is the "dissemination of knowledge" (The Mission of UMCP). "Specifically, undergraduate education at College Park seeks to enable students to develop and expand their use of basic academic and intellectual tools" (From: Promises to Keep: The College Park Plan for Undergraduate Education, 1988). The missions of the University and Greek organizations are complementary and supportive of the intellectual growth of students.

Developing Leadership in Members

Developing leadership skills in members, creating opportunities to practice those skills, and recognition for leadership achievements of members have always been instrumental dimensions of the fraternity's purpose. Indeed, leadership development may be the most recognized trademark of the fraternal experience given the number of leaders who have emerged from fraternity and sorority roll books. Numerous CEOs of major corporations, political leaders, professional athletes, film stars and university presidents are affiliated with Greek organizations. Members of Greek groups are present in educational, political, religious, cultural and artistic arenas.

Fraternity and sorority purposes reflect this emphasis on leadership. "An unusual feature of

Delta Sigma Phi is Engineered Leadership, a dynamic program of personal growth for chapter members" (Baird's Manual pp. III-44). "Alpha Omicron Pi is an inter/national women's fraternity whose purpose is to...enhance personal and leadership development..." (Mission Statement, Alpha Omicron Pi); "Sigma Nu places its highest priority on its mission to produce ethical leaders for society" (Sigma Nu).

Most inter/national fraternities sponsor annual or bi-annual leadership schools or conventions in addition to regional workshops. These workshops provide comprehensive leadership training for student leaders and alumni advisors. This is evidence of the significant commitment inter/national organizations make to promote and teach leadership skills to their members.

On a daily basis, Greek organization leaders are faced with decisions and challenges that test their leadership and managerial skills. These challenges have the net effect of allowing students ample opportunities to practice skills and develop competencies in leading. These leadership opportunities (managing budgets in excess of $200,000, orchestrating meetings with 100+ members, hiring chapter employees, etc) are powerful learning experiences. Greek organizations are in a unique position to teach leadership skills to members and to create avenues in which to practice these abilities.

Serving the Community

The support of philanthropic endeavors is an important aspect of developing chapters and their members. Most inter/national organizations support causes and philanthropic organizations such as breast cancer awareness (Zeta Tau Alpha), advocating for the disabled (Pi Kappa Phi), or working to prevent domestic violence (Alpha Chi Omega). Delta Gamma's original motto was "Do Good," giving them a philanthropic orientation from the earliest days (Baird's Manual pp. IV-32). Many of the historically African-American fraternities and sororities explicitly state a commitment to community service efforts. "Zeta (Phi Beta) has been outstanding in carrying its share of community relief work, in participation in voluntary war services, in the armed forces here and abroad, in contributing to organized charity..." (Baird's Manual pp. IV-85).

In addition to contributing financially to worthy causes, Greek students spend time and personal energy investing in helping others through activities such as tutoring local children (Phi Gamma Delta, Kappa Sigma, Kappa Alpha Theta, Panhellenic Association), delivering Thanksgiving turkeys to families (Pan-Hellenic Council), hosting holiday parties for underprivileged children (Kappa Delta), and working at a local shelter or soup kitchen (Phi Kappa Sigma). Serving others can be a powerful learning experience. The encouragement of this principle of Greek life can reap rewards for both the students and those whom they serve.

"There is scarcely a inter/national fraternity or sorority today which does not energetically promote a program of scholarships and awards...as well as such social welfare projects as orthopedics, muscular dystrophy, the deaf...and so on" (Baird's Manual, pp. I-19). Greek organizations have embraced one of the most positive teaching methodologies - education through service learning.

Character Development

"High ideals and high moral and ethical teachings are central to the theme of most rituals...The new member is instructed as to the high purposes of the group and of the responsibility which membership requires" (Baird's Manual, pp. I-13). Fraternity rituals are filled with words such as honor, trust, respect, humility, courage, and tolerance. Central to the mission of the fraternity is the creation of individuals who learn about responsibility, to others and to self.

Greek organizations promote values such as "a good name is rather to be chosen than great riches" (Phi Sigma Kappa); and "Kappa Delta teaches the value of altruism, belief in human dignity and concern for fellow human beings..." (Mission Statement, Kappa Delta). They seek to develop in their members character beyond reproach and an understanding of humankind. They espouse a philosophy of open-mindedness toward others. Unanimous agreement could be obtained from its leaders that the Greek experience has as one of its fundamental purposes the development of men and women of the highest and most noble character. The campus community along with inter/national fraternity officers and alumni expects students to not only espouse these values but to practice them in their daily lives.

College fraternities and sororities place high value on educating student members on the rights and responsibilities associated with being a citizen of their local and global communities. From helping those in need to respecting the rights and dignity of others, Greek organizations foster the character development of individual members.

Personal Development

Greek organizations provide numerous avenues to promote the personal and social development of their members. Students learn interpersonal communication skills by participating in membership recruitment events; learning to associate and live with other members for three or four years; and interacting with alumni, inter/national organization representatives, and University faculty and staff. Members learn conflict resolution skills by having to adapt to roommates who are brothers or sisters. Chapter members learn time management skills as they juggle their academic commitments with their fraternal experience, work, and relationships.

"Its purposes are to encourage honorable achievement in every field of human endeavor, to unite in a fraternal bond college men of culture, patriotism, and high sense of honor, and to promote the social, intellectual, and moral welfare of its members." (Kappa Alpha Psi, Baird's Manual pp. III-59). "I believe that our motto, 'We Live for Each Other,' expresses the true spirit of fraternity; and that by living this motto my life will be enriched by true friendships and by unselfish service to mankind." (The Creed of Alpha Delta Pi)

There are many ways Greek organizations assist in the development of their members. Proof comes from the numerous testimonies from alumni who reflect on their Greek affiliation and realize the positive difference it made in their professional and personal lives. This significant out-of-class endeavor provides ample opportunities for an enriched college experience.

Community Building

Greek organizations are structured as small communities within the larger campus community. Governing bodies promote collaboration and self-governance among the member groups. Common traditions such as Homecoming, Greek Week and the Step Show bind the community together for a common good and a festive experience. By nature, Greek organizations contribute to the social fabric of the campus community and have elaborate mechanisms for involving members in campus activities.

The Pan-Hellenic Council groups provide a particularly important community building function within the African-American community on campus. These eight fraternities and sororities have a rich heritage of supporting and encouraging African-American students. Alpha Phi Alpha Fraternity Inc., for example, has been active in the civil rights movement, has established a campaign to increase African-American participation in higher education, and has been active in school integration efforts.

Fraternal alliances often do not end at graduation. Alumni play critical roles as mentors and volunteers for undergraduates. Alumni groups continue to serve an integral role in the day-to-day life of the chapter. Some volunteers serve as advisors, house corporation representatives or counselors. Most chapters provide newsletters, keeping alumni up to date on the progress of the undergraduate chapter. Inter/national organizations publish quarterly journals with extensive coverage of alumni achievements. More than virtually any other group on campus, fraternities and sororities provide a structured means by which alumni can spend a lifetime of interacting with their classmates and maintaining an effective bond to the institution. Moral and political support as well as financial contributions to their alma mater are valued outcomes of such a relationship.

Greek organizations generally promote a life-long commitment to the University and serve to generate a positive attitude about the campus. Greek alumni support athletic events and activities, rally for political causes supportive of University aims, and provide significant financial assistance for achieving University goals.

Life-long Friendships

The creation and nurturing of life-long friendships are the hardest to quantify and measure yet are powerful aspects of the fraternity culture. Fraternities and sororities play an integral role within the campus community and help new students adjust to a large and overwhelming college environment. New members find a sense of belonging within the chapter and in the Greek community. Brothers and sisters play the role of collegiate siblings while alumni advisors and house directors become mentors and advisors.

Numerous examples of deep friendship exist within the chapter bonds. For example, each spring some chapters host final banquets and senior "send-offs" to say farewell and thank you to

graduating members. Many chapters provide scholarships to outstanding members as ways of helping to pay for college costs while other chapters have recognition dinners to honor contributions their members have made to the chapter and larger community. Chapter support is even more critical when serious problems arise with members. Some recent examples of this type of support at the University of Maryland include: a sister with a serious eating disorder is confronted by her chapter who helps her overcome her health problem, a fraternity provides meaningful emotional support to the family of a brother killed in a tragic automobile accident; and a fraternity requires an alcoholic member to get help in order for him to continue to be involved in the chapter. These powerful chapter bonds deepen the meaning of life-long friendships.

University Commitment to Greek Life

For almost one hundred years, the University of Maryland at College Park has served as a supportive enclave for fraternal life. The first fraternity, Kappa Sigma, was founded in the state of Maryland in 1874 at the University of Maryland's Baltimore campus. In 1914, Kappa Alpha Order was the first fraternity founded at the College Park campus. Alpha Omicron Pi was the first sorority founded in 1924 and Phi Beta Sigma was the first historically African-American chapter founded in 1974.

The University, in conjunction with the alumni chapters representing the fraternal groups, agreed to build fraternity houses in the 1950's on what is now identified as Fraternity Row. Between 1952-54, ten chapter houses were built. Between 1958-62, an additional four houses were added to the outer edges of the Row. At the same time, seven sorority houses were constructed on what is now known as the "Graham Cracker," a square of land bordered by College, Princeton, Yale and Knox Roads in the center of Old Town College Park. At that time, and still today, the commitment to support Greek life by providing residential houses was significant.

In 1989, the University purchased a small residential property at 7512 Princeton Avenue to begin to provide smaller living spaces for organizations who could not afford the larger University houses. This property was opened to a fraternity in 1992. Including this property with the "Row" and the "Graham Cracker," the University owns and leases 22 fraternity and sorority houses. These properties provide university related housing opportunities for almost 800 students.

In 1990, the University embarked upon a six-phase renovation program for the 14 houses on Fraternity Row. Nine of the fourteen have been completed, with two houses currently undergoing a year-long renovation. In 1994, three of the seven sorority houses on the Graham Cracker joined the University renovation program with plans to renovate these chapter houses in the early years of the next century.

Over $800,000 has been spent on each house for a total commitment of almost twelve million dollars in the renovation program. Greek residents pay a portion of the renovation costs through a 30-year bond payback plan as a part of the campus residential facilities renovation plan. This plan of utilizing the larger funding base of all resident students has allowed Greek renovation to benefit financially from the pool of all residents represented in the campus wide residence hall program.

In 1974, the University hired the first full-time Greek Life Advisor as the need for guidance and advice became important. In 1988, a Facilities Coordinator for Greek Life was hired to assist with the impending renovation process and to provide necessary support for addressing the safety and maintenance needs of the houses. In 1994, two new additional staff were hired. A Housing Coordinator role was developed to provide additional support and supervision to the now required House Directors (employed by the individual chapters). The Housing Coordinator also serves as the Panhellenic Advisor, working closely with the sorority chapters and their governing body. The Fraternity Advisor position was designed to assist the development of the fraternity chapters, their members, governing bodies, and alumni. In addition to these four full-time professional staff, two graduate assistants are employed. One works with the scholarship programs in each of the chapters while the other works as an alcohol education specialist and program advisor in the Greek community. Additionally, the Assistant Director for Student Involvement in the Office of Campus Programs advises the Pan-Hellenic Council and provides support services for the historically African-American organizations and their governing council.

In an effort to assist the sixteen privately-owned Greek houses, the University has begun to explore the feasibility of forming a not-for-profit corporation, composed of representatives of the University, City of College Park, and Greek house corporations. This corporation might apply for federal or state funds, as well as low interest loans to help fund the cost of major renovation for chapter houses located off campus.

Building and renovating houses for Greek chapters to lease, supporting seven staff members in Greek life, and serving as advocates for the needs of the Greek community are concrete and powerful examples of the strong commitment the University has demonstrated in regards to the Greek community. There are few institutions that provide this kind of direct assistance to their Greek organizations. In contrast, in recent years, some campuses have decided to ignore Greeks as much as possible, to abolish Greeks from the institutional family, or to distance themselves from their Greek affiliates in both organizational and legal ways.
The University of Maryland has consistently supported the Greek enterprise and will continue to do so if a commitment is reinvigorated and sustained by chapters and alumni to Greek ideals that are compatible with the University's mission, and hindrances to the stated Greek purposes are addressed. The University is dedicated to providing such extraordinary support because it believes the fraternity and sorority experience has a distinctive and useful mission that can provide unique benefits to the campus community and its students. If, on the other hand, the end result of the Greek experience consistently falls short of the more noble purposes for Greek life, the University must consider vacating its commitment to these organizations.

Need for Change

Greek organizations historically have promoted values that are complementary to and reinforcing of the campus mission. What campus would not want to embrace organizations that promote scholarship, enhance leadership, serve others, and provide character building experiences for students? Unfortunately, the principles upon which Greek organizations were founded have eroded in practice over the 200 year history of the college fraternity and most especially over the last few years at the University of Maryland. "If nothing else is entirely clear about the present-day state of the American college fraternity, it can be said that the experience it makes available is neither monolithic, assuredly beneficial, nor risk-free" (Baird's Manual, pp. I-7).

Despite the tremendous potential of the Greek system and the positive benefits provided to the campus, problems have become urgent. Behavior that ranges from disruptive and antisocial to, at times, violent and destructive, inhibits the positive aspects of chapter membership. Societal and institutional tolerance for Greek organizations have waned in recent years. Incidents of hazing, alcohol and drug abuse, date rape, and scholastic indifference have taken their collective toll on the patience and support of parents, faculty, administrators, community leaders, and alumni.

Alcohol Abuse

Significant incidents of disruptive and destructive behavior often occur in conjunction with the abuse of alcohol. Whether a hazing incident or a date rape, alcohol is usually a contributing factor. "The heaviest, most frequent, and most problematic drinking in college is done by fraternity members" (Kuh & Arnold, 1993; Faulkner, Alcorn & Gavin, 1989; Goodwin, 1990; Hendren, 1988; Tampke, 1990). "Students living in fraternities and sororities report drinking an average of 15 drinks per week, compared to only 5 drinks per week by other students" (Executive Summary, National Commission, Center on Addiction and Substance at Columbia University).

Inter/national organizations have joined risk management groups to develop strict regulations to control the consumption and distribution of alcohol. These organizations have prohibited chapters from purchasing alcohol and required educational programs on risk management and liability. Many universities, including the University of Maryland, have set forth similar policies and expectations. In partnership with Greek students, the University of Maryland has implemented a comprehensive "Social Policy" which is closely monitored by student leaders. Still, the abuse of alcohol persists. While not uniquely a Greek problem, it is indeed an area that permeates all aspects of Greek life and has had devastating effects in the University of Maryland Greek community.

Hazing Practices in Pledging Programs

Hazing continues to be a serious concern both inter/nationally and locally. Some inter/national organizations have eliminated pledging programs while others have advocated shortened pledge

periods. Hazing activities persist even with significant educational efforts around hazing, condemnation of the activities, and state laws banning hazing. Given all these interventions, one might assume that hazing would be a concern of the past. On the contrary, hazing continues to linger today. Many pledges somehow expect to be hazed and are disappointed if they are not subject to such activities. Chapter leaders profess to be non-hazers yet promulgate a culture of subservience and second-class citizenship for their new members. Once initiated, however, there are no subsequent standards for membership. Educational workshops and programs on hazing, and strict policies have seemingly had an insufficient impact on the negative activities of pledging programs. While courageous chapter leaders have occasionally made a difference, there appear to be few with the ability to affect a lasting change.

Inter/national fraternities that have eliminated the pledging period have experienced a significant decline in reported hazing incidents. "This Program (Brotherhood Development) has been designed to help ZBT eliminate the scourge of hazing, while retaining the positive experiences that occurred during pledging" (Zeta Beta Tau Membership Development Manual). Alpha Gamma Rho, Phi Sigma Kappa, Tau Kappa Epsilon, and all eight historically Black fraternities and sororities have also adopted a no-pledging program similar to Zeta Beta Tau's.

Anti-Intellectual

Amidst the rhetoric about scholastic attainment, a number of college campuses have voted to abolish Greek systems because they are believed to be "anti-intellectual" (Colby, Amherst, and Franklin and Marshall are examples). Inter/national Greek organizations are hard pressed to dispute this claim when Greek chapter grades, in many if not most situations, are below the all campus grade point average.

As Greek rituals profess a commitment to scholastic pursuits, Greek chapter grade point averages do not reach that of their non-Greek peers. At the University of Maryland during the fall 1994 semester, the all male average (2.63) was higher than that of the all fraternity average (2.52). The problem is even more dramatic when first semester students are compared. The all freshman male GPA was 2.40 while the all fraternity new member freshman average was a 2.07. While the women fare better, both fraternities and sororities have much room for improvement, particularly given the written principles upon which the groups were founded. It is evident that on the University of Maryland campus, fraternities and sororities have accrued a discrepancy between their articulated commitment to academics and their demonstrated performance.

Behavioral Problems

From distraught local community neighbors to angry professors, Greek chapter members and their organizations elicit the wrath of certain institutional constituents like no other group on campus. Neighbors complain justifiably about loud, noisy parties; littered streets and yards; disrespectful pranks and antics; needless vandalism; and unkept, slovenly structures. Additionally, the transient nature of the student population strains the relationship between the

community and its Greek residents. While chapter leaders are occasionally inspired to establish a positive relationship with neighbors during one or two semesters, a subsequent officer might not be interested in maintaining this association. There is little evidence that a commitment to neighborliness and local citizenship is currently a prized value among Greek organizations.

Faculty share stories of pledges and members falling asleep in class because they were deprived of sleep. There are coordinated efforts among chapter members to illegally ascertain tests and "borrow" homework assignments. Fighting between groups has escalated to the point where the Interfraternity Council was compelled to pass a "Fighting Policy" to stem the tide of chapter against chapter violence. While the cause for misbehavior may rest in previously stated concerns such as alcohol abuse and hazing, the fact is that the actions of Greek members frequently go significantly beyond what can be accepted for typical college students. In some instances, such inappropriate behavior is actually organized by Greek leaders or knowingly allowed to progress unimpeded as a function of "group think" or peer pressure.

While it is true that Greeks are occasionally visual targets for complaints about misbehavior, and sometimes get singled out for behavior common to many other undergraduate students, with the special rights and support that Greeks receive, comes an expectation that they maintain a higher standard of personal behavior. The University has a difficult time justifying the expenditure of time, money, and housing on the Greek program when incidents of vandalism, fights, and hazing are frequent occurrences.

Housing Concerns

The chapter house living experience that many Greek organizations offer is hampered by the disrespect the students show for the physical structure. While mainly a men's fraternity problem, the abuse and deterioration of chapter houses has universal concern. Fraternities who host large, uncontrolled social functions in their houses experience the worst damage problems. Lack of adequate planning and funding by the fraternity for the protection and maintenance of the house systematically contributes to the deterioration of the infrastructure. In some fraternities, cleaning is conducted at a minimal level or is non-existent. Lack of effective long term financial planning causes many chapters to close because needed renovation and restoration can not be completed. This collective lack of attention to, and funding for, the structure and quality of life therein continues to trouble the University.

Character Development

"It is disappointing that colleges and universities continue to tolerate subcultures that inculcate in their members hedonistic and anti-intellectual attitudes and behavior" (Horowitz, 1987, p. 277). While Greek rituals espouse high ideals of character, in reality the overpowering "group think" mentality often results in unethical behavior (lying or covering up acts to protect others), illegal activities (required theft of property, serving alcohol to underage members) and unprincipled exploits (harassing neighbors).

A recent study done at the University of Illinois concluded that sexual assault and rape occurred more frequently with fraternity men and athletes than with any other groups on a college campus. While the data is inconclusive at the University of Maryland, there have been recent high profile incidents of date rape and sexual assault reported in fraternities. In addition to what appears to be a culture that tolerates sexual abuse, sexism in language and symbols is common in fraternities. T-shirts advertising fraternity life often portray women in a sexist manner. Parties between fraternities and sororities often have a sexual theme.

Lack of Appreciation for Diversity

One of the pre-eminent goals of the University of Maryland is the encouragement and support of a multi-cultural environment. The University has established a variety of programs to promote diversity and has been diligent in confronting cultural barriers that inhibit the full potential of any of its students.

Within the Greek community the commitment to promoting diversity is not sufficiently evident. Chapter programming often does not include a focus on multiculturalism. Few chapters host events that include other organizations on campus, particularly ethnic organizations. More troubling are chapters where bigotry and discrimination, expressed commonly through the destructive and demeaning behaviors that define racism, homophobia, classism and ageism among some members, are tolerated without intentional efforts to instill a more accepting culture. As the University makes continued progress on confronting racism and bigotry on campus, it is imperative that Greek organizations embrace supportive principles and practices.

Conclusion

An obvious but not commonly stated truth is that all of the above problems are reasons why many students choose not to join fraternities and sororities. It would seem that groups which purport to promote scholarship, leadership, service and character development would attract even the most skeptical college student. Yet inter/nationally, there has been a significant decrease for many fraternities and sororities in the numbers of new students who choose to join their organizations. Locally, the number of new members joining Maryland fraternities and sororities has reached a plateau even though there has been a notable decrease in the number of organizations available to join. During the last five years, four National Panhellenic Council sororities have left campus, five National Interfraternity Council fraternities have had their charters revoked, and three National Pan-Hellenic Council fraternities have been suspended.

Somehow, the overwhelming majority of students are not "buying" what Greek organizations are "selling." It is clear to many observers that until the issues of alcohol abuse, hazing, anti-intellectualism, behavioral problems, poor facilities maintenance, character development and diversity are better addressed by the Greek system, it will continue to deteriorate at its more noble reaches, and continue to attract lesser lights and even cancerous growth at its more base regions of membership.

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Greek Life Enhancements
Chapter Standards

Given the problems identified, the University, working in conjunction with students, inter/national organizations, and alumni, have created several changes in pursuit of a continued bright future for Greek programs at the University of Maryland at College Park. These new standards are intended to complement the larger mission of the University of Maryland and to assist Greek chapters realize the ideals expressed in their rituals. The American Council on Education Report recommended, "If the host institution recognizes Greek organizations, recognition should be based on performance." We conclude that advice to be imperative.

After eighty-two years of tradition, mostly enriching, the Greek community at the University of Maryland is faced with its toughest challenge in its history. The system has devolved over the past several generations of students to be less than its aspirations, and those of its host institution. The challenge is to change and reclaim its noble destiny, as an instrument for fully educating the best and the most able of students. Change is needed. Change will be for "better," not "worse." The challenge is defined not only by the changes needed, but in the manner in which such changes should occur.

Nineteen aspects of Greek life at UMCP have been identified for enhancement. Chapters that accomplish these initiatives will have a greater chance of realizing their values and mission and will be more productive organizational citizens of the campus community.

The next section, which outlines the nineteen chapter standards, is organized into four main categories of chapter life: Membership Development, Chapter Development, Chapter Outreach, and Chapter Facility Management. These four areas are described as are the accompanying standards in each section.

MEMBERSHIP DEVELOPMENT

The development of individual members is a pre-eminent goal of Greek letter organizations. Providing incentives for members to attain their academic goals, experience new opportunities, and realize their individual potential are important initiatives for chapters.

1. ACADEMIC PERFORMANCE

Greek organizations espouse their concern for the academic success and progress of individual members. The University expects that its students will pursue academic achievement as their highest priority. Greek organizations should demonstrate this value by assisting the performance of its members. The University will consider a chapter in compliance with the Academic Performance standard when the chapter has reached or exceeded the (respective) All-Men's or All-Women's average.

Currently, only seven of all fraternity chapter grade point averages are above the all-men's average and only seven sorority chapters are above the all-women's average. There is a clear and present need to place greater emphasis on the academic component in membership selection, retention and chapter programming.

Each chapter must elect a Scholarship Chair who will work closely with the IFC Vice President of Academic Affairs, the PHA Scholarship Chair, or the coordinated efforts of PHC. The Scholarship Chair will be responsible for attending scholarship meetings of the respective coordinating council and/or the University, for compiling the eligibility list of the current active/new members, and regularly meeting with the chapter Faculty Advisor.

Chapters which maintain at least a 3.0 overall grade point average shall be recognized in meritorious standing receiving an award at the Annual Greek Awards Reception, and will be assisted in promoting its academic success.

To maintain full recognition by the University, each chapter must have an overall grade point average for its full current membership that is above the respective male and female campus averages (all averages to be based on quality points earned divided by credits attempted) for the entire year (fall and spring semesters will be combined to obtain the chapter grade point average for the year). Recognition of a chapter that falls below the respective all-men's or all-women's grade point average or that does not meet the .20 yearly increase toward the average will be on academic probation or receive a probationary status. A chapter whose recognition is probationary for the following year will be required to have an academic assessment completed by the Greek Life Office, Alumni Advisor and appropriate inter/national office. The chapter will have limited social privileges (participate in a maximum of four social events with other chapters per semester; formal; and either Greek Week or Homecoming social events). An academic assessment will involve establishing interventions which provide corrective programming to help resolve the academic situation and to encourage educational enrichment programs for those students at risk.

A chapter that does not meet the minimum standard the following year (after a full year of probation) shall continue to have their academic program scrutinized and will have no social privileges (except for Homecoming and Greek Week sponsored events). A chapter that fails to improve its grade point average according to the plan after this second year of probationary status will no longer be recognized by the University.

Since most fraternity chapters and some sorority chapters are currently well below the all men's and women's averages, it will be difficult for them to meet this standard in a single year. Consequently, even if a group is unable to meet the standard, an increase of .20 each year will be necessary during an initial phase-in period to avoid probationary status. For example, if the all-men's average is a 2.70 and fraternity XYZ had an average of 2.10 for the year, that chapter would have to make at least a 2.30 the following year to avoid probation.

If a chapter increases one year and drops during the subsequent year, the increase needed will

be based on the first year's performance. In the above example, if fraternity XYZ makes the 2.30 one year, they must make a 2.50 the following year to avoid probation. However, if they only make a 2.45, (for example) they would be on probation for the year and must raise their average to a 2.70 during that probation year to avoid having social privileges limited.

Any chapter that has under 15 active members for the year (including new members) will have a special academic plan developed which will help the chapter progress toward the necessary average. The chapter will not necessarily be held to the same exact grade standard outlined above, but will be required to make progress toward the all-men's or women's average respectively. This progress will be closely monitored by the Greek Life Office.

Implementation: Fall 1995

2. DEFERRED JOINING

The University is concerned about the poor academic performance of first year students who choose to join fraternities and sororities during their first semester on campus. If membership in these organizations results in good academic performance, such membership should be allowed and encouraged as soon as possible in a student's academic career. To the extent it hinders academic performance, such membership should be deferred until the student has established a satisfactory academic record.

Recent data provides evidence that while sorority membership during the first semester does not appear to hinder academic performance, fraternity membership during the first semester is harmful to the academic performance of the new student. The University will continue to assess the academic performance of new Greek members through the Fall 1995 semester to determine if deferred joining is necessary.

While deferred joining is a concept that is antithetical to the belief that association with a Greek organization by a first semester student may assist greatly in the transition and adjustment to college, the current poor academic performance of first year students who join fraternities necessitates strong action to minimize dysfunctional influences during the first weeks at the University.

This standard of deferred joining will be reviewed after Fall 1995 (three semesters of data collection on the academic performance of first year students who join Greek organizations) to determine if deferred joining continues to be appropriate for the academic progress of new University students who join Greek organizations. If it appears that Greek organizations are contributing positively to the academic performance of their members, this standard will be reconsidered. If Greek organizations appear to be hindering the academic performance of their members, deferred joining will be implemented for Fall 1996. If sororities continue to prove that membership enhances academic performance, they may be exempted from the standard. Deferred joining should be viewed as a tool to strengthen the organizations, not restrict them.

If, after further assessment, deferred joining is still necessitated, no student with less than 12 earned college credits (counting AP credits) will be allowed to join a fraternity or sorority beginning in the fall of 1996. Thus, first semester students with less than 12 credits will avoid the inevitable conflict between chapter life and their initial academic success. Fall recruitment can and should be conducted, especially for academically established upperclass students, but men and women selected for membership must have earned a minimum of 12 college credits and must have a minimum GPA of a 2.30 or higher. Transfer students with 12 college credits or more who accomplished a 2.3 GPA at their previous institution(s) and first semester freshmen with 12 or more AP credits satisfactorily meet this requirement.

Implementation: Fall 1996

3. NEW MEMBER ORIENTATION PROGRAM

Greek organizations have, in the recent past, focused their efforts almost exclusively on educating pledges/associates rather than on creating programs that effectively and continually contribute to the development of all members of the fraternity or sorority. There is inter/national and local evidence that pledging programs (a proving period or rite of passage) actually increase the likelihood of hazing incidents and create an expectation that responsibility to the chapter is only enforced during pledging. Additionally, no fraternity or sorority was founded on the basis of a pledging period. For these reasons, pledging periods shall be completely abolished.

However, recognizing that many inter/national fraternities and sororities have constitutional mandates of minimum pledging periods, this requirement will be phased in over the next four years. Beginning in the fall of 1995, initiation into full membership must be conducted in a timely manner after an orientation phase which can last no longer than 8 weeks from the time a bid is accepted. Should this 8 week period present problems of conflict with inter/national constitutions, special arrangements may be made, provided that the inter/national organization is moving at the earliest possible opportunity to accommodate this requirement.

Because the University is committed to decreasing this 8 week orientation period over time, each year the period will be lessened. This should allow time for inter/national organizations to make provisions within their own governance structure to accommodate the institution's schedule. Exceptions may be made if the University believes that the inter/national organization is moving quickly and in good faith to accommodate the University's schedule.

The University will reduce the length of orientation programs to two weeks in the Fall 1999 semester. Until that time, orientation periods will be shortened according to the following schedule which outlines the maximum time expectations for the orientation process in each year:

Fall 1995	8 weeks
Fall 1996	6 weeks

Fall 1997	4 weeks
Fall 1999	2 weeks

After decades of education about the dangers and tragedies of hazing during pledging and in spite of the strong position taken by all inter/national fraternities and sororities, as well as resolutions against hazing by the National Interfraternity Conference, the National Pan-Hellenic Council, and the National Panhellenic Conference, hazing is widely reported to continue in some organizations virtually unabated. The Maryland state law making hazing a crime has not worked to effectively stop this problem on campus. In the judgement of experienced observers of the Greek organizational world, the very institution of pledging often creates an unhealthy two-tiered membership status that implies or openly dictates subservience by the pledge member. This subservience too easily and frequently leads to a number of negative results, ranging from poor scholastic performance to a belief that active participation in the chapter is primarily a function of pledging.

Reported incidents of hazing have significantly decreased in chapters which have eliminated pledging. In an attempt to emphasize the positive educational and developmental aspects of pledging - aspects of membership that are integral to the entire fraternity experience - pledging periods will no longer be allowed. Support for this position is found in the American Council on Education 1990 White Paper which called on institutions to "encourage Greek organizations to eliminate pledge status as a requirement."

It is anticipated that the mutual screening process that has traditionally occurred during pledging, often with considerable damage to the self-concept of those young men and women who may be dropped from membership, will now occur during the recruitment period. It is further expected that chapters will replace "pledge education" with "member education," an on-going development program lasting the entire length of an individual's active fraternal involvement. Indeed this notion, completely compatible with the aspirations of most inter/national level fraternal leadership, can become the most beneficial and fulfilling result of this set of new expectations.

Further, it is expected that all new members, as a part of their orientation program, will be made aware of the University Policy on Hazing, contained in the Code of Student Conduct, as well as the Maryland State Law that makes hazing a crime. It is also hoped that the coordinating councils of IFC/PHA/PHC will consider adopting a self-policing system to eliminate any chance of hazing during the Orientation period.

This standard of a shortened orientation program will be reviewed after the Fall of 1997 (three years of implementation of the standards outlined in this document) to determine the effectiveness of the shortened orientation in achieving the desired results of the elimination of hazing and the increased involvement of members throughout their entire fraternity/sorority experience.

Implementation: Fall 1995

4. PERSONAL DEVELOPMENT PROGRAM

One of the primary goals of the Greek system is to further the development of leadership qualities within the community. One means to that end is the fostering of leadership potential within members throughout all stages of their University of Maryland experience. Highly educated and responsible leaders will set an example through their efforts.

To enhance the individual and personal development of members, each chapter, with the assistance of their alumni and inter/national organization, will be required to develop and submit a Membership Development Plan. This curriculum shall include a minimum of four programs or workshops each year. One workshop from each of the first three categories listed below will be required. The chapter shall elect which other program or programs would best meet its particular chapter needs. IFC/PHA/PHC will be encouraged to participate in determining future "curriculum" requirements.

1. Values Clarification
   - "Our Chapter, Our Choice" (values discussion surrounding chapter norms on alcohol and drugs)
   - Ethical Decision-Making
2. Academic Success
   - Time Management
   - Stress Management
   - Study Skills
   - Academic Integrity
3. Alcohol and Drug Education
   - Drinking and Driving
   - Confronting Problem Drinking
   - Alcohol and Its Effects

Other suggestions:

- Personal Achievement
- Community Building
- Personal Responsibility
- Leadership Development
- Diversity - Sexism, Racism, etc.
- Sexual Assault/Harassment
- Eating Disorders/Healthy Diet

It should be noted that the above list is not exhaustive. Chapter leaders, in conjunction with advisors, should develop a programming plan that best meets the specific needs of the chapter. This membership development plan will be discussed by chapter leaders with appropriate Greek Life staff. An evaluation of each program shall be submitted by the chapter at the end of each semester. The plan can be resubmitted as part of the chapter management plan explained in Standard Five. Programs can occur during chapter meetings. Chapters may work together on

programs or chapters may initiate programs in this area that are jointly sponsored with non-Greek groups. Suggestions for speakers and resources to complete the programs will be provided by Greek Life staff or can be found in the "Chapter Programming Guide" or "Greek Leaders Manual."

The student coordinating councils will be encouraged and supported in presenting workshops each semester on relevant issues affecting the individual needs of the Greek community. These workshops may be either lectures or group discussions. It is hoped that the sessions will serve as a means of communication for the governing bodies, providing a positive mechanism for feedback and constructive input from the Greek community. In addition, leaders within the coordinating councils and the Greek community will be encouraged to actively help recruit and train "Our Chapter, Our Choice" instructors.

Many chapters already have programming requirements from their inter/national organization. To assist chapters in accomplishing these requirements, the University will be flexible in allowing inter/national programming assignments to meet the criteria for this University standard. During its annual meeting, the chapter should request to the Greek Life staff to have their unique programming requirements substituted for the programs mentioned previously in this standard.

Implementation: Fall 1995

CHAPTER DEVELOPMENT

Chapter development activities are those which help chapters realize their founding principles and stay faithful to their larger mission. The sum total of organization activities should reflect an obvious commitment to fraternal principles and should be compatible with the goals and objectives of the University. To this end, these standards will assist chapters in being properly integrated into the larger community. Full consideration of the advice and guidance of advisors and designated University personnel will be expected.

5. CHAPTER MANAGEMENT

To assist chapters in recording their achievements and successes throughout the year, all chapters shall submit a "Chapter Management Plan" before the beginning of the school year, and a "Chapter Annual Report" at the end of the academic year. These reports will be developed with involvement of the Greek Life Office, chapter advisors and other interested alumni, inter/national headquarters, and chapter leaders and members.

The Chapter Management Plan shall outline the chapter's plan to:

*Develop leaders and encourage leadership development.
*Promote diversity within the chapter.
*Submit and implement a Membership Development Program.

*Manage social functions sponsored by the chapter.
*Maintain fiscal solvency.
*Provide a healthy and safe residential environment (where appropriate).
*Develop positive relations with neighbors (where appropriate).

The Chapter Management Plan will also consider the individual chapter's inter/national recognition requirements in order for the chapter to meet these goals and be considered for an outstanding chapter award within the inter/national organization. These expectations will be included in the Plan.

The Chapter Annual Report will highlight the chapter's accomplishments for the academic year and will include the progress made in implementing goals and objectives. The Annual Report will be tailored to meet the various inter/national award requirements so that a chapter can submit only one form/report which would meet both the University requirement and serve as an application for inter/national recognition. If the chapter maintains an annual master calendar, this can serve as the focus of the Chapter Management Plan. It is clearly the goal of the University that all chapters apply for and receive recognition from their inter/national organization.

A meeting among a chapter's leaders, advisors and Greek Life staff will be held each year to discuss the report and develop a blueprint for the following year. This procedure is intended to significantly assist the chapter in focusing its time and energy.
Implementation: Fall 1995

6. CHAPTER ADVISOR

The University believes that an active, involved chapter advisor is a key ingredient to a successful chapter. Because of this, each chapter shall have a chapter advisor who either lives or works within the immediate metropolitan area, and who has the support of the inter/national organization. The advisor shall be an alumnus of the fraternity or sorority (unless a specific exception is granted by the University in conjunction with the inter/national organization), should have some form of active Greek experience, and shall provide the chapter and its membership with continuing advice and support. The advisor will agree to attend most chapter meetings, become a participating member of the respective Alumni organizations (e.g. Alumni IFC/PHA), meet semesterly with staff in the Greek Life Office, and assist with special events and programs and the implementation of Greek standards. The University will work with chapters and their inter/national organizations to locate potential chapter advisors, and will provide additional resources toward training and developing advisors.

Collegiate IFC/PHA/PHC will be encouraged to work with the Chapter Advisors and to find an appropriate way to recognize and honor the fine work of these individuals.

Implementation: Fall 1995

7. ACTIVE PARTICIPATION WITH IFC/PHA/PHC

The University believes that chapters are successful when they collaborate with their inter/national organizations and become active participants in the respective campus governing body. Because of this belief, all chapters must be active members of the Interfraternity Council (IFC), the Panhellenic Association (PHA), or the Pan-Hellenic Council (PHC) according to their inter/national organization affiliation. The identification of chapter representatives and their record of participation in meetings and programs sponsored by the respective governing body, will be included in each chapter's Annual Report.

Implementation: Fall 1995

8. FACULTY ADVISOR

It is imperative that Greek chapters become invested with the larger campus community. Of particular importance is developing relationships with faculty and staff. Toward this end, all Greek organizations are required to have an involved faculty advisor. Faculty/staff advisors must be employed by the University of Maryland at College Park. Faculty, Associate Staff, or Academic Administrator rank personnel are eligible for such appointment. The faculty or staff advisor need not be an alumnus or alumna of any fraternity, and need not even be of the same gender as the group he/she advises. The faculty/staff advisor will be required to attend a minimum of two chapter events or meetings each semester and meet yearly with a member of the Greek Life staff. A job description is available to assist chapters in defining the role of the advisor. The University will assist chapters as they attempt to identify a faculty/staff advisor. Final selection of the advisor is the prerogative of the chapter.

Implementation: Fall 1995

9. OUTREACH PROGRAM

All chapters are required to host one program or activity each year that involves direct interaction between their membership and faculty, community members and/or University staff. Programs should highlight the unique relationship that Greek organizations share with the neighboring community and/or the host institution and should serve to build cooperative relationships. A list of program ideas and speakers is included in the "Greek Leader's Manual" which is available in the Greek Life Office. A program evaluation form must be completed after each program.

Implementation: Fall 1996

10. DIVERSITY PROGRAM

Since the 1984 "Making a Difference: Goals, Objectives, and Initiatives" document, the University and its President has been committed to creating a model multi-racial, multi-cultural, multi-generational academic community. To that end, the University is committed to enhancing the campus community by encouraging diversity in its student body. While some chapters have developed a strong commitment to promoting diversity, not all have embraced this goal. Each chapter shall demonstrate its response to racial and cultural diversity by organizing and implementing programs and activities that encourage both an appreciation of diversity and a commitment to promoting diversity among its members or within the Greek system. These programs and activities shall be consistent with all applicable regulations and guidelines of the University as well as those of the relevant inter/national fraternal organization. A minimum of one program each year is required. This program may be fulfilled in conjunction with one of the other programming requirements.

Implementation: Fall 1996

11. NON-GREEK PROGRAM

Chapters must have a minimum of one program each year that is co-sponsored with a non-Greek campus organization. Programs can be educational, cultural, philanthropic, or social in nature and can be combined with other programming or service requirements in this document. This requirement is designed to provide meaningful integration as good citizens within the student community and to encourage partnerships between Greek organizations and other campus organizations. Such interaction should serve the chapters as well as the campus regarding the enhancement of knowledge and appreciation of Greek life on campus.

Implementation: Fall 1995

12. ALUMNI PROGRAM

Chapter alumni can play a positive role in the life of the chapter and its members. Too often chapters do not provide opportunities for alumni members to be involved in chapter activities nor do they keep alumni informed about chapter life and events. Chapters will be required to communicate through a letter or newsletter once each year to their alumni. The University will assist in identifying addresses and inter/national organizations can provide alumni membership lists. Additionally, chapters are required to host a minimum of one program each year which involves alumni. Examples might be an alumni mentor program or an alumni Homecoming event. These two alumni initiatives (correspondence and program) will be included in the Chapter Management Plan and will be reported on in the Annual Report.

Implementation: Fall 1996

13. INTERNAL JUDICIAL SYSTEM

Establishing internal methods of confronting inappropriate behavior and creating high standards of ethical conduct are important goals of Greek organizations. While many organizations already have such internal control mechanisms, some do not. To make certain these mechanisms exist in all chapters, each organization is required to document annually the existence and function of an internal judicial system to enforce their own policies and procedures. Each organization must have the means to act quickly in addressing the behavior of a member who violates established codes or standards, either through its own internal procedures or those of the inter/national organization. This must include the means to promptly and permanently expel a member from the chapter making certain to guarantee all rights of due process and adherence to inter/national procedures. The chapter advisor must be an integral component of whatever system is developed.

Implementation: Fall 1995

CHAPTER OUTREACH

Chapter outreach activities are those which involve the chapter with the larger campus community and neighboring area. These initiatives support the guiding principles of fraternities and sororities and help members develop a broader perspective of their environment.

14. INDIVIDUAL MEMBER INVOLVEMENT

There are great benefits to the campus community and to Greek organizations when members are active participants in outside activities. Members are able to learn additional leadership skills which can be applied to their chapter and are able to promote the best ideals of Greek life to non-Greek members of the campus community. Both entities benefit when Greek members are involved as leaders and members of the larger campus community.

To encourage involvement in the campus community, it is hoped that each member of a fraternity or sorority would be involved in at least one other activity at the University or in the local community. Members can participate in other student groups, be a member of an intercollegiate sports team, or volunteer for significant participation in community or service organizations.

Chapters are required to include a list of members and their involvement in their Annual Report. If it appears that a chapter is not sufficiently encouraging involvement of their members, they may be required to develop initiatives to increase member involvement. Accomplishment of this objective will be considered for a "Campus Involvement" award at the annual Greek Awards Reception.

Encouraged Implementation: Fall 1995

15. COMMUNITY SERVICE PROJECT

Given the commitment to service of others in most Greek organization missions and the educational value that such service promulgates, all chapters will be expected to initiate and implement a minimum of one community service learning project each year, in addition to those events that might be sponsored as a part of Greek Week and Homecoming. Chapters must contact the Greek Life Office prior to the event and must complete an evaluation form at the end of the activity. The University will assist the chapter in promoting the activity and will assist in publicity efforts.

Community service learning projects must involve at least 65% of the chapter over the course of the year. While raising money for charitable organizations clearly provides a valuable service for the community, for the purposes of this standard, chapters are expected to seek more direct means of community service (such as volunteering at a local soup kitchen or tutoring local school children). It is anticipated that Greek organizations will fully appreciate the value for each member as well as the group in serving others less fortunate in our society, and will be involved in more activities than the minimum. The Greek Life Office and Community Service Programs Office can provide assistance in identifying service learning projects in the local area. Community service endeavors will be reported in the Annual Report.

Implementation: Fall 1995

16. CAMPUS SERVICE PROJECT

Greek organizations enjoy a unique relationship with the campus community and are the recipients of considerable institutional resources and attention. Each chapter, as a means of fulfilling their campus service project, is encouraged to adopt, host, or significantly participate in one campus service project each year. A campus project could involve helping at an annual event like Family Weekend, working with ECO at the recycling center, or sponsoring a speaker on campus for all students. The Greek Life Office will provide suggestions for projects and will approve the chapter's campus service project. Such activity will be reported in the Annual Report.

The IFC/PHA/PHC will be encouraged to continue to organize and implement at least one philanthropic event each semester. While these events may be open to the larger community, the goals are to unite the Greeks' efforts in a common cause and to give something back to society and those less fortunate. The Philanthropic Chairs of these coordinating councils will act as resources for all chapters in their individual philanthropic and community service activities, including coordination, promotion, and outreach.

Implementation: Fall 1995

CHAPTER FACILITY MANAGEMENT

Some chapters have the opportunity to experience fraternity or sorority life in a residential setting. With appropriate supervision, standards related to proper house management will insure that properties are maintained in a safe and healthy manner. Members should have the opportunity to learn respect for property as well as the responsibilities of maintaining a facility.

17. HOUSE DIRECTOR

The University believes that live-in guidance and assistance are important components of an effective and efficient house management plan. Because of this belief, all fraternities and sororities with an occupancy of more than 15 residents must employ a live-in house director under the coordination and approval of the Greek Life Office and appropriate house corporation. (Special consideration and/or a phase-in period may be given in those unique situations where the physical structure of the house and/or the financial structure of the chapter make a live-in house director virtually impossible in the short term.) Specific working relationships among the house corporation, University and house director with regard to such issues as hiring, supervision, level of pay, etc. will be cooperatively developed between house corporation officers and Greek Life staff.

The purpose of the house director is to provide additional guidance and support to the chapter and its members and to establish a liaison among the chapter, house corporation, and University. Duties shall include, but are not limited to: supervising contractual services and employees; attending monthly and weekly University staff and house corporation meetings; maintaining the house structure and serving as a liaison with facilities personnel; advising and counseling students on matters related to their well-being on the campus. House directors must be familiar with and fully implement policies and procedures related to facility maintenance prescribed by the Office of Greek Life or other relevant authorities. The Greek Life Office provides a listing of candidates with their resumes for perusal. The house director must be hired and living in the chapter house prior to the opening for either academic term or summer occupancy.

The University is prepared to assist chapters through the Housing Coordinator for Greek Life in actively recruiting new house directors each year. In addition, the Housing Coordinator will provide a pre-opening training workshop, bi-monthly information packets and coordination of monthly meetings. The University provides special privileges for house directors (they will be given University ID with special privileges and access to University facilities) as liaisons with campus.

Implementation: Fall 1995

18. HOUSE CORPORATION

The University believes that an active and involved house corporation board is an important component for the effective operation of the chapter house. This house corporation entity can manage the affairs of the property and serve as an indispensable resource for the chapter members who have limited time and ability to worry about the long-term maintenance needs of the structure. The University encourages each chapter to have an active house corporation entity and will assist chapters in identifying prospective board members and will conduct regular training programs for corporation board members.

Implementation: Fall 1995

19. SOCIAL HOST EVENTS

The University continues to be concerned about large, undermanaged social events that occur in chapter houses. Additionally, too much emphasis has been placed on the social nature of fraternities and sororities at the expense of other aspects of the Greek experience. The standards outlined in this document can help chapters to refocus energy on other facets of their organization. The requirements are also designed to redirect the degree to which chapters rely on alcohol in chapter programming and, ultimately, chapter life.

Each chapter is expected to know, understand, and abide by University, their inter/national organization rules and regulations, and applicable local and state laws that relate to the consumption, service, and possession of alcohol. Within this context, any social event where alcohol is present must be either provided by a licensed third party vendor or brought to the event by individuals of legal age for their own personal use.

The Social Policy, a joint venture with the IFC, PHA and University, will incorporate this standard and will be strictly and consistently enforced.

Implementation: Fall 1995

SUMMARY OF STANDARDS

The University believes that the successful accomplishment of the nineteen initiatives in this document will assist chapters and the entire Greek community in realizes the important missions, values, and goals upon which each inter/national fraternity and sorority was founded. The high ideals of scholarship, friendship, leadership and service, among other principles, can be realized by the implementation of the standards. The following outline provides clarification between the principles and ideals of Greek organizations identified in the first section of this document and the accompanying standards (some standards may apply to numerous ideals):

Ideal	Standard
Academic Achievement	Academic Performance (1) Deferred Joining (2)
Leadership Development	Chapter Management (5) Personal Development Program (4) Community Service Project (15) Campus Service Project (16)
Community Service	Community Service Project (15) Campus Service Project (16) Individual Member Involvement (14)
Character Development	Internal Judicial System (13) New Member Orientation Program (3) Personal Development Program (4)
Personal Development	Personal Development Program (4) Community Service Project (15) Campus Service Project (16) Alumni Program (13) Individual Member Involvement (14) Chapter Advisor (6)
Community Building	Chapter Advisor (6) Faculty Advisor (8) Active Participation in IFC/PHA/PHC (7) Non-Greek Program (11) Individual Member Involvement (14) Alumni Program (12) Outreach Program (9) Diversity Program (10)
Chapter Facility Management	House Director (17) House Corporation (18) Social Host Events (19)

PROGRAMMING

Throughout this document, programming activities have been described which are intended to strengthen the Greek experience and to assist chapters in becoming better citizens of the campus and neighboring community. They are meant to complement all other aspects of

fraternity/sorority life and are not intended to place an unreasonable burden on the members of a chapter.

It is possible that several of the programming standards could be fulfilled through a single event. For example, one program that combined community service work with a non-Greek group and faculty member, could fulfill all three of these expectations. It is important to note that several initiatives can be combined into one program or event. Advance program planning can diminish the number of events a chapter is asked to host in any one given year.

Many chapters already have excellent programs each semester. These standards are intended to raise all chapters up to the level of the best chapters on the Maryland campus.

It is also understood that smaller chapters may have trouble getting enough members to participate in extensive programming activities. Chapters with under 15 members will work with the Greek Life staff to achieve the desired results within their capabilities to perform. Creative and joint programming will be fully explored to help these smaller chapters in their efforts to be successful.

It is the purpose of the programming requirements to achieve the desired goals of both the Greek organization and the University of Maryland. They should be seen as means to an end. In that spirit, should an inter/national group have some type of developmental program, such as Sigma Phi Epsilon's "Balanced Man" program or Sigma Nu's "LEAD program" or Kappa Alpha Theta's "The Balanced Woman," it may substitute some or all of those standards for some or all of the ones contained in this document, given special permission by both the inter/national organization and the University.

The student coordinating councils will be encouraged to use outside resources such as the National Interfraternity Council/National Panhellenic Conference/National Pan-Hellenic Council and their local alumni groups to support their realization of these standards. Coordinating Councils are encouraged to sponsor official visits by the NIC/NPC/NPHC to the campus each year for the purpose of presenting formal workshops and seminars. These events may meet requirements contained in other parts of this document. The IFC/PHA/PHC will also be encouraged to make full use of all NIC/NPC/NPHC materials as resource guides for individual member chapters use.

RECRUITMENT

In order to fulfill the mission of the Greek organizations and the University, it is hoped that fraternities and sororities will recruit their membership from among the best and brightest students at the University of Maryland College Park. Recruiting academically talented students to the Greek system will also assist in helping to meet the academic expectations contained herein. To that end, the University and the IFC/PHA/PHC will seek assistance from the National Interfraternity Conference, the National Panhellenic Conference and the National Pan-

hellenic Council on an annual basis to make certain that recruitment practices and resources for new members are effective. Programs such as the NIC's "Fraternity Forum" will be encouraged. Further, recruiting procedures will be made as simple and fair as possible so as not to discourage any of the students at the University from exploring the possibility of Greek membership. Recruitment efforts will be directed at increasing the number of students who chose Greek membership so as to diminish the ineffective competitive nature of current recruitment efforts.

IMPLEMENTATION PROCESS

The University Greek Life staff are committed to assisting chapters in the implementation of these enhancements. Resources, including videotapes, written materials, and workshop presenters, are available in the Greek Life Office. Staff members are willing to assist in developing and presenting educational programs for chapters.

To assist in the implementation of the standards, an "Implementation Committee" will be created to provide additional guidance and support to the Greek Life Office and Greek chapters. This committee will be comprised of inter/national representatives, alumni, students, and University staff.

Greek organizations will be required to meet the standards outlined above by the targeted dates of implementation. If chapters fail to meet any of the standards, a period of probation will ensue. Probation will include a moratorium on hosting social events and may include limitations on participating in other campus activities such as intramurals, residing in University-owned property, etc. Probationary chapters still would be expected to participate in IFC/PHA/PHC sponsored educational activities. They would also be encouraged to work toward realizing any and all standards not achieved. When a chapter has met the relevant expectations, they will return to full participation in campus and Greek life. Failure to meet the standards after a probationary period will result in loss of University recognition necessitating the severing of the University's relationship with the organization.

Chapters which experience extreme hardship attempting to accomplish any one of the standards or fail to implement a standard because of unforeseen circumstances may request an exception to this policy. The request must be made to the Assistant Director of Campus Programs for Greek Life who, after careful consideration, will determine if an exception is warranted. Where a decision to deny an exception is made by the Greek Life Advisor, in extraordinary circumstances a written appeal may be made to the Vice President of Student Affairs. The decision of the Vice President will be final.

In the unfortunate case where recognition of a group is withdrawn for failing to meet these standards, the University will work with the respective inter/national and alumni groups to choose an appropriate time and method for the organization to return to the University. Negotiations for return will be made with an understanding of the historical contributions that

the organization has made, and can continue to make, to the University of Maryland at College Park.

RECOGNITION

The standards reflect a tremendous amount of work on the part of chapter members, leaders, advisors, and inter/national officers and executives. This important partnership has resulted in more effective standards and will inevitably insure success in the implementation stages.

Chapters that complete standards in a meritorious fashion will be recognized at the annual University Awards Banquet, the Greek Convocation, and the Greek Awards Reception, and will be assisted in publicizing their success and accomplishments.

The University is committed to assisting chapters in any way possible to accomplish the standards outlined in this document. Additionally, assistance will be provided in publicizing and recognizing efforts in the accomplishment of the goals of this endeavor. Toward this end, the University will implement an annual fall "Greek Convocation" which will include all members of the Greek community and several key administrators, alumni, and inter/national representatives. The event will serve to provide a new context for Greek life at Maryland as well as create a new tradition in which the best ideals of Greek life can be highlighted.

In order to recognize the accomplishments of chapters as they implement these standards, the Vice President for Student Affairs will host an annual "Awards Reception" for all chapter leaders and advisors and will recognize those groups who have met the new standards. The following new awards will be created:

<u>Programming Area</u>

Outstanding Community Service Program
Outstanding Campus Involvement Program
Outstanding Non-Greek Involvement Program
Outstanding Diversity Program
Programming Recognition Awards

<u>Alumni Area</u>

Outstanding Advisor Award
Outstanding House Corporation Award
Outstanding House Director Award
Outstanding Faculty Advisor Award
Outstanding Alumni Program

Scholarship Area

Above All-Men and All-Women Average Recognition
3.0 or Above Meritorious Recognition
Most Improved Chapter GPA

Overall Excellence

President's Cup for Outstanding Fraternity and Sorority Chapter
Outstanding Chapter President
Exceptional Greek Leaders

In addition to the above recognition ceremony and accompanying awards, the University will make extra efforts to assist chapters in publicizing their events by helping to draft press releases, calling local media, and announcing events at meetings and classes.

SUMMARY

These standards have been advanced by the University of Maryland at College Park to make clear the University's expectations for those fraternal organizations with which it has entered into a relationship of mutual benefit. The University will enthusiastically endorse those Greek-letter groups which meet these criteria and complement the mission of the University of Maryland.

It is recognized that cultures ordinarily do not change easily nor rapidly. Yet the University is eager for evidence of changes that can be managed rapidly. If chapters will commit themselves and establish priorities accordingly, reasonable time schedules will prevail. Patience and support, coupled with determination and will, should gain results applaudable by all participants and observers. In partnership, the values and principles which have guided Greek organizations in the past can be realized.

It is anticipated that the undergraduate members of the Greek community will respond immediately and demonstrably to the intent of this document and see it as an opportunity to exhibit the values and principles of their inter/national affiliation and enhance their collegiate experience, not just as a set of standards that must be met.

The standards may appear to be a dramatic change in the University's relationship with its Greek organizations. However, the realization of these expectations is necessary if a positive relationship is to continue. The University firmly believes that these changes will enhance, not impair nor diminish, the experience of all members of the Greek community.

The University seeks thoughtful and determined support for these standards by all members of our Greek community. The support of dedicated alumni, students and inter/national representatives has been extraordinary and appreciated. As time, wisdom, and experience allow,

we remain eager to collaborate with all who share our vision for a successful Greek life on campus. In other words, where a better outcome might be evidenced by an alteration in the standards, these standards would change. We urge that each member and each chapter recognize the full implications of our concerns, and that together we will ensure a noble and fulfilling continuation of the Greek experience at the University of Maryland.

April 25, 1995

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Alpha Delta Pi
Alpha Epsilon Phi
Alpha Omicron Pi
Alpha Phi
Alpha Phi Alpha Fraternity, Inc.

Delta Sigma Theta Sorority, Inc.
Kappa Alpha Psi Fraternity, Inc.
Kappa Alpha Theta
Kappa Delta
Delta Sigma Phi
Phi Gamma Delta
Phi Kappa Sigma
Phi Sigma Kappa
Sigma Gamma Rho Sorority, Inc.
Sigma Nu
Zeta Phi Beta Sorority, Inc.
University of Maryland at College Park

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